



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

# **Course MSPP-GP 4105.001**

## **Public Management 1**

### **January Term 2022**

#### **Instructor Information**

- Sarah Gerecke
- Sarah.Gerecke@nyu.edu
- (646) 591-3612
- Office Hours: By Appointment

#### **Course Information**

- Class #1: Monday, January 3            2:00 pm – 5:00 pm
- Class #2: Friday, January 7            2:00 pm – 5:00 pm
- Class #3: Monday, January 10        2:00 pm – 5:00 pm
- Class #4: Friday, January 14        2:00 pm – 5:00 pm

Class Location: Silver 403, 100 Washington Square East

#### **Course**

This course provides MSPP students with an overview of contemporary public management. We review important intellectual and constitutional foundations of the administrative state. Through discussion, verbal and written exercises, we will review the theoretical and actual structure of public programs and organizations, with special attention to how to recognize and use theory in practice. The course will review aspects of the structural dimension of public management, including the rule of law, direct and indirect management, budgeting, contracting and human resources. A major objective of the course is to develop skills in critical analysis necessary for practice.

#### **Course and Learning Objectives**

1. Identify the role and responsibilities of the contemporary public manager.
2. Students will be able analyze a public manager's approach to problem solving and decision making from a variety of perspectives.

3. Make decisions based on the rule of law and the legal and ethical obligations that public managers face on the job.
4. Employ the structural tools available to the public manager to promote policies and improve efficiency and effectiveness of the public mission.

## Learning Assessment Table

For PADM-GP, MSPP-GP, PHD-GP, UPADM-GP, and URPL-GP courses, use the following table:

Graded Assignment	Course Objective Covered
Class Participation	#1-4
Written Exercise #1	#1-2
Written Exercise #2	#1-4

## Required Readings

- Book excerpts, articles and other materials:  
Via NYU Brightspace

## Assessment Assignments and Evaluation

### Individual Assessments

- Quality and Quantity of Class Participation, 30%
- Written Exercise #1, 30%
- Written Exercise #2, 40%

Written Exercises should only use information and concepts discussed in class or contained in assigned readings. Written exercises will be submitted through NYU Brightspace in Microsoft Word or similar software using 12-point font, double-spaced, with one inch margins and within page limits described for each assignment.

### Late Submission Policy for Assignments

1. Assignments are due on the dates and times indicated on the syllabus.
2. Extensions on assignments will be granted only in case of emergency or special circumstances. This policy is adopted out of respect to those who abide by deadlines despite equally demanding schedules. Assignments handed in late without authorized extensions will be penalized one-third of a grade per day for the first two days that the assignment is late. There will be no credit for the assignment handed in more than two days after the due date.

## Other Class Information

The class discussion is an essential part of the course learning. Both quantity and quality of participation will be graded, and you are expected to contribute to and learn from the other students in the class.

Please prepare all written assignments by yourself. We will discuss each assignment together in class; however you may not consult your colleagues before the assignments are submitted. You are not expected to do research outside of the class materials and discussion in order to prepare the written assignments.

## Overview of the Semester

- Class 1
  - Date: Monday, January 3, 2:00 to 5:00 pm
  - Topics:
    - **Introduction to the three dimensions: Structure, Culture, Craft**
    - **Unique Challenges of Public Management**
    - **Rule of Law**
    - **Example of US Department of Housing and Urban Development**
  - Deliverable: Assignment # 1 available to students Tuesday January 4 at 9:00 am
  
- Class 2
  - Date: Friday, January 7, 2:00 to 5:00 pm
  - Topics:
    - **Accountability**
    - **The Structural Aspect of Public Management**
- Deliverable: Assignment #1 due at 9 am on Friday, January 7. Submit through NYU Brightspace.
  
- Class 3
  - Date: Monday, January 10, 2 pm – 5 pm
  - Topics:
    - **Tools for Change within the Structure**
- Deliverable: Assignment #2 available at 9:00 am on Monday, January 10.

- Class 4
  - Date: Friday, January 14, 2:00 pm – 5:00 pm
  - Topic:
    - **Using Structure as a Tool for Policy Change**
    - **Advancing Policy Goals Despite Structure**
- Deliverable: Assignment #2 due 9:00 am on Friday, January 14.

## Letter Grades

Letter grades for the entire course will be assigned as follows:

<b>Letter Grade</b>	<b>Points</b>
<b>A</b>	4.0 points
<b>A-</b>	3.7 points
<b>B+</b>	3.3 points
<b>B</b>	3.0 points
<b>B-</b>	2.7 points
<b>C+</b>	2.3 points
<b>C</b>	2.0 points
<b>C-</b>	1.7 points
<b>F</b>	0.0 points

### **Student grades will be assigned according to the following criteria:**

- (A) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.
- (A-) Very good: Very strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well-reasoned, indicates strong understanding of appropriate methodological or analytical approaches, and meets professional standards.

- (B+) Good: Sound work for a graduate student; well-reasoned and thorough, methodologically sound. This is the graduate student grade that indicates the student has fully accomplished the basic objectives of the course.
- (B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate but student has not been thorough or has shown other weaknesses or limitations.
- (B-) Borderline: Weak work for a graduate student; meets the minimal expectations for a graduate student in the course. Understanding of salient issues is somewhat incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in “good standing.”
- (C/-/+) Deficient: Inadequate work for a graduate student; does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed or flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate knowledge or technical competence expected of graduate students.
- (F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive.

## NYU Brightspace

All announcements, resources, and assignments will be delivered through the NYU Brightspace site. I may modify assignments, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through NYU Brightspace.

## Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

## Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click the “Get Started” button. You can also call or email CSD (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

## NYU’s Calendar Policy on Religious Holidays

[NYU’s Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

## NYU’s Wellness Exchange

[NYU’s Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

## Detailed Course Overview

### **CLASS 1: Monday January 3, 2:00 pm – 5:00 pm**

Topics:

- Introduction to the three dimensions of Public Management: Structure, Culture, Craft (Culture and Craft Covered in MSPP-GP 4106.001)
- Unique Challenges of Public Management
- Rule of Law
- Example of US Department of Housing and Urban Development and the Office of Housing Counseling

Readings Due (found on NYU Brightspace):

- Hill, C.J., & Lynn, L.E. (2016) *Public Management: A Three-Dimensional Approach* Washington CG Press 2<sup>nd</sup> ed) (“Hill & Lynn”) pp 7 – 27, 39 – 48
- Watch [Short Video on Housing Counseling](#)

- Office of Housing Counseling enabling and constraining laws
  - US Constitution Article II
  - 12 USC 1701x as amended
  - 24 CFR 214 as amended

**Study Questions:**

1. How would you define public management?
2. How is public management similar to and different from private management?
3. What are the sources of laws that proscribe and authorize public management?
4. What is HUD's Office of Housing Counseling authorized by law to do?

**Assignment #1** available Tuesday January 4 at 9:00 am on NYU Classes.

**CLASS 2: Friday, January 7 2:00 pm – 5:00 pm**

**ASSIGNMENT #1 DUE Friday January 7 at 9:00 am through NYU Brightspace.**

- Answer questions provided with total answers not to exceed 1200 words.

Topics:

- Accountability
- The Structural Aspect of Public Management

Readings Due (NYUC)

- Romzek and Dubnick, "Accountability in the Public Sector: Lessons from the Challenger Tragedy," Public Administration Review (p. 227 – 230)
- Hill & Lynn, pp 49-57, 99-104, 141-157, 163-165
- HUD Office of Housing Counseling, Congressional Justification 2021
- House Rpt 115-750 and Senate Rpt 115-268 (regarding appropriations for the Office of Housing Counseling, enacted 2019)

**Study Questions:**

1. What is the definition of accountability?
2. Name some accountability tools.
3. What kind of accountability is expected or implied in the Office of Housing Counseling Congressional Budget Justification?
4. What are some features of a bureaucracy?

**CLASS 3: Monday, January 10 2:00 pm – 5:00 pm**

Topics: Tools for change within the organizational structure

- The change mindset: getting on the balcony; technical and adaptive change
- Change within the existing structure
  - Management style (Performance based change)
  - Delegation (Story of Jethro)
- Enhancing the structure
  - Contracting out
  - Using Non-governmental organizations
- The example of the COVID Crisis and Housing Counseling

Readings Due (NYUC):

- Heifetz and Linsky, *Leadership On the Line* 2002 (Cambridge: Harvard Business School Press), pages 51-62
- Activities to Outcomes chart
- Book of Exodus Chapter 18 versus 1 – 26
- Hill & Lynn, pages 170-178
- The American Rescue Plan Act of 2021, Section 3204 Housing Counseling

**Study Questions:**

1. What are examples of technical and adaptive change?
2. What are the lessons for public managers from Exodus 18?
3. What are the limits on government's ability to contract out its functions?
4. Why do you think Congress authorized its COVID housing counseling program to be administered by a non-profit organization instead of by HUD?

Assignment #2 available at 9:00 am on Tuesday, January 11.



**CLASS 4 Friday January 14 2:00 PM – 5:00 PM**

**ASSIGNMENT #2 DUE Friday January 14 at 9:00 am through NYU Brightspace**

Topics:

- Changing the Structure: Challenger example
- How the Public Manager Can Advance Policy Despite Structure
  - Force of Personality
  - Delegation without Authority
  - Lawsuits and Settlements

Readings:

- Romzek and Dubnek, pages 230-238
- LaGuardia memo
- Herding Cats powerpoint
- Tools to Create Change Without Authority
- Department of Justice Press Release, National Mortgage Settlement (2012)

Study Questions:

- What are the attributes of meaningful delegation?
- What authority did Mayor LaGuardia have over the airlines while designing the runway layout for what is now LaGuardia airport?
- How can you identify changemakers within or outside your organization?
- What tools can you use with these changemakers to persuade them to support your efforts?